



Glasgow Caledonian University
Knowledge Exchange and Innovation Fund (KEIF) strategy
2025

Approved by the Court of the University in January 2025

GCU Knowledge Exchange Strategy

Section A: Overview

1. Institutional context

Please provide a brief statement containing contextual information about the institution. The information provided may be anything that the institution considers relevant to the KEIF such as mission, economic context, institutional strengths, or KE&I focus.

Glasgow Caledonian University (GCU) is the University for the Common Good and its vision is to transform lives through excellent education and research that is accessible and impactful for the people of Glasgow and our communities locally, nationally and internationally. Our values are Confidence, Creativity, Integrity and Responsibility.

We work in partnership with employers to address knowledge and skills gaps, being a leading provider of graduate apprenticeships. In Knowledge Exchange our success lies in developing graduates to secure high-skilled jobs (joint 15th in the UK). Our research has important alignments to Scottish Government priorities in our work on poverty, and climate and the environment.

GCU is recognised for our ability to partner for impact with wider stakeholders and significant strengths in research through from ideation to adoption both nationally and internationally in areas such as public health and long-term conditions.

GCU is committed to knowledge exchange because it:

- fulfils our mission of contributing to the development of intellectual and social capital, and to the generation of public, economic, cultural and social policy and quality of life benefits and impacts
- underpins collaboration with organisations across many sectors
- informs the professional development of our staff, students and our alumni, contributing to a positive environment and culture.
- enhances our reputation as an international centre of knowledge and expertise.

We are driving forward a programme of knowledge exchange initiatives to broaden knowledge exchange from research, investing in a new Directorate which will drive research and knowledge exchange. Alongside our University's investment in research scheme we are supporting students to start their own businesses through our entrepreneurial hub.

2. Overview of strategic ambitions

Please provide overview of 5-year approach to KE&I that will be supported by KEIF. You should highlight broad areas which you are targeting/focusing on and describe how KEIF funding will align with your institutional mission and internal strategies.

GCU aims to build critical mass around focused areas of inter-disciplinary excellence within our three themes of inclusive societies, healthy lives and sustainable environments, that enhances our reputation and facilitates translational and impactful research. Knowledge Exchange and Innovation is vital to this growth and we aspire to:

- i. develop our culture, capability and capacity to co-create and share knowledge
- ii. increase the scope, volume and impact of knowledge exchange with partners
- iii. enhance the prosperity, innovation capacity, productivity and competitiveness of the stakeholders with whom the University engages
- iv. increase the visibility of the impact of GCU expertise.
- v. Enhance entrepreneurship opportunities for students and staff

We have invested in support for Knowledge Exchange and Entrepreneurship. Working across our Academic Schools (Health & Life Sciences, Science and Engineering, and Business & Society), professional services and University Executives we aim to deliver this by:

- providing access to our knowledge through corporate engagement, business development and engagement with other external KE stakeholders e.g. Interface, Innovate UK, Innovation Centres, and Research Pools.
- the design and delivery of skills through apprenticeships and joint curriculum design with employers and professional bodies, work placements, short courses
- contributing to diffuse knowledge networks e.g. academic, alumni, professional services, and external secondments
- the provision of entrepreneurial and enterprise education
- commercialisation through technology transfer including KTPs, patent development and support, contract and legal agreement, professional doctorates
- exploiting the physical assets of the university for conferences, external seminars, incubators, providing access to facilities and equipment
- community and public engagement including volunteering and public and patient involvement and engagement in research

KEIF funding will support the development of leadership and management structures and culture, including the investment in a new directorate of research and knowledge exchange. This will strengthen organisational systems and processes, and enhance staff and student support. The structures will enable joined up working across researcher development, research office functions and knowledge exchange. Enhancing the infrastructure will in turn facilitate building internal capacity and capability for the growth of KE initiatives and achievement of our research income targets.

3. Alignment to Scottish Government priorities

Describe how your KEIF strategy aligns with Scottish Government priorities, such as the National Strategy for Economic Transformation and Scotland's National Innovation Strategy. Please provide specific information on how the KEIF strategy will contribute to these priorities.

GCU's KEIF Strategy will contribute in particular to two National Innovation Strategy clusters Health and Life Sciences and Energy Transition, bringing an interdisciplinary approach that drives innovation in policies and practices in the public sector. Our investment in KE&I will enable research that delivers under the four priorities for the Scottish Government, delivering for the people of Scotland.

Growing the Economy: Research in the School of Science and Engineering improves energy efficiencies drawing on advances in data science methods and tools. Themes include the preventative maintenance of large engineering assets, models for digitally enabled circular economies, and improvements to worker health and safety.

Eradicating child poverty: Senior staff lead activity in the national interest. The Chair of Scotland's Poverty and Inequality Commission provides independent advice to Scottish Ministers on poverty and inequality. The Commissioner for Widening Access is a member of a Ministerial Group on Education and Skills reform.

Tackling the Climate Emergency: Our research makes contributions to understand and address the wider societal impacts of climate change through policy advocacy, sustainable technology deployments and health practice recommendations. We work with a range of national and international partners to embed solutions into local, regional, national and global projects, programmes and frameworks of action.

Ensuring High Quality and Sustainable Public Services: Our Research Centre for Health (ReaCH) focuses on public health and long-term conditions translating evidence-based health research into meaningful action with strategic health partners e.g. Public Health Scotland, NHS Lanarkshire. We will

continue to make available a SafePod facility for secure standardised access to publicly available health-related data sources (one of only two in Scotland).

Section B. KE&I Capacity

4. Platform Grant

Please confirm (or otherwise) that your institution will match fund the Platform Grant (cash/in kind) and provide high level details. Please provide narrative on how the Platform Grant will be used to support and enhance capacity and improve performance in KE&I.

GCU will match fund the Platform Grant with activities that support, promote and increase the innovative capacity of staff and students, and ensure societal and sustainable economic impact from our research. The Platform Grant will be used to:

- strengthen the leadership and management of a central office that will promote, drive and support our research and knowledge exchange activity in line with the University's Strategy 2030, supporting academics in evolving their knowledge exchange portfolio.
- contribute to a substantial refresh of the University's strategy for business development, and an entrepreneurship hub
- support the deployment and uptake of tools that help to identify opportunities and build long-term relationships
- manage the KE pipeline and commercial pathways across the University
- develop new processes and mechanisms for securing and project managing larger and more complex grants e.g. KTPs and translational projects with NIHR
- strengthen the academic and professional services resource for the management of the Entrepreneurial Hub
- enhance the translation of research outputs into continuing professional development and consultancy packages
- reinforce the development of a broader and deeper portfolio of leadership training and development opportunities that provide for future leaders such as postgraduate students and early career researchers but also mid-career and senior career researchers.

5. Overall capacity for KE&I

Please provide an estimated number of staff (FTE) directly supported by KEIF and an estimate of staff who have KE&I as a significant part of their role. This may include both professional services staff and those in academic/leadership roles.

GCU is investing in the research and knowledge exchange services that enable research active staff and students to translate their research into real-world outcomes. We estimate that around 45 FTE professional services staff have roles with significant elements of knowledge exchange and innovation. This is across finance functions, research support office, graduate school and entrepreneurial hub, and university to business functions.

In addition, a large number of academic staff have roles which include research, knowledge exchange, and innovation. In the absence of a definitive measure of 'significant part of their role' we have estimated that more than 200 academics have a role which includes some aspects of research innovation or knowledge exchange

Section C: Outcome Grant activities

6. KE metric activity

Provide narrative on ambitions and approaches to SFC KE metric areas. This should reflect the institutional forecast data submitted via KE return template (example provided at annex B).

Describe how activities and resources will be prioritised to deliver on Scottish Government ambitions with explicit reference to KEIF support and what it will enable.

The University has approved a new University Strategy for 2030 and has developed the Research Plan to support the strategy's implementation. Part of that plan is in 24/25, to invest in and reframe our Research, Innovation and Knowledge Exchange support infrastructure and environment. This will help implement the Research Plan which seeks to expand research income, build capacity, strengthen reputation, improve quality processes, drive efficiencies, support projects, facilitate growth, enhance communication, and provide governance and support for ethics, financial and reputational due diligence of partners and trusted research.

Regarding the set of KE metrics, our strategic priorities will continue to be in growing our external Research Grants & Contracts, Translational Awards, and Outreach (with a focus on KTPs) and continued management of Continuing Professional Development. We broadly anticipate doubling our overall income over the next 5 years and we expect the pattern of growth to be stronger towards the end of this period reflecting the greater impact of the new Research Plan.

We have refocused towards longer and larger grants, meaning our portfolio is of more complex projects in areas of research excellence. This is part of GCU's investment in research scheme, which has already yielded results. The implications of this approach and the investment from KEIF will strengthen the scaffolding advice, training and support we will provide for:

- the identification and selection of compelling grant application plans as well as forging pathways from selective smaller grants through to medium-size grants and then s larger grants
- the development journey for researchers through the stages of early career, mid-career and senior experienced researchers supporting the identification of opportunities for enterprise, translation and other knowledge exchange opportunities
- the leadership and management of finance and budgeting, resource scheduling, career planning, impact development and management, ethics and trusted research
- the growth of our corporate engagement and business development relationships with strategic private, public and third-sector partners
- the formation of structures that foster critical mass around excellence in interdisciplinary research themes that expand on disciplinary excellence in the University's research centres
- ensuring that our research contributes to local and national enterprise, innovation and regeneration strategies
- the development of our research and knowledge exchange culture and environment to foster innovation and support and develop a thriving research community of staff and students
- increasing the confidence and professional development of staff and students to engage in secondments, and placements with external partners
- establishing an advisory group to strengthen and promote the portfolio of enterprise education learning opportunities for staff and students
- revisiting our promotions, reward and recognition policies to enhance the place of knowledge exchange.

Most GCU research activity work is situated at Technology-Readiness Levels 1-3, with some being 4-6. However, we will continue to hold a small portfolio of technology-led patents. We will review these annually against a set of cost-benefit criteria which will inform our decision whether or not to continue to pay set-up and renewal fees.

7. Graduate start-ups and spin-outs/Entrepreneurial Support

Provide narrative on ambitions and approaches to entrepreneurial support and how this will be reflected in graduate start-up and/or spin-outs survival rates reflecting the institutional forecast data submitted via X. Describe how activities and resources will be prioritised to deliver on Scottish Government ambitions with explicit reference to KEIF support and what it will enable.

We have revitalised our business incubator facility (named the *Entrepreneurial Hub*), with support from the Scottish Government. The Entrepreneurial Hub affords students, alumni or staff with a fledgling business idea the opportunity to nurture the idea into a business proposition and a start-up business. The university offers access to office space, office services and equipment, advice, business-related courses, mentors and networks.

We currently have around 75 students or staff members who have indicated their interest in using the Entrepreneurial Hub. We anticipate some of these will go on to grow their business and we will monitor the different journeys and pathways that people follow.

More generally, we will promote entrepreneurialism and deliver enterprise education throughout our degree programmes using different approaches. It is most often encouraged and developed within specific project work, but in some cases is supplemented with specific postgraduate and undergraduate courses. This aspect of our education provision is bolstered by entrepreneurs or industrialists who come onto campus to give advice and guidance. For those who are planning or have already started their own business, we collaborate with Converge to make available access to workshops on developing and running a business.

We have a long-standing partnership with Santander Bank who continue to provide seed corn funding for new business ideas and offer banking facilities to those businesses. We run Magnusson awards for students with innovative project ideas they would like to pursue outwith their studies, and we complement our offering with a GCU Student Association Leadership Programme which incorporates streams focused on social innovation.

The Entrepreneurial Hub can be considered a first step on Scotland's escalator infrastructure of business development support such as the Scottish Co-Investment Fund and the Scottish Venture Fund. We are aware that businesses that start at GCU may need to leave to grow. Businesses are made aware of this infrastructure, and we position GCU's offering in that context and guide budding entrepreneurs onto a pathway that fits their requirements.

We are considering appointing an *Entrepreneur-in-Residence* to complement these services by being the knowledge expert, motivator, mentor, supporter and enthusiast that every successful business entrepreneur draws upon at the start of their journey. They also understand the rich patchwork of support services that are available to entrepreneurs in Glasgow and Scotland.

In addition, our GCU Foundation Office has worked tirelessly to establish an infrastructure that provides access to our alumni and Honorary doctorates who have significant experience establishing and running their own businesses. Some of these come onto campus to run workshops. As part of the developing eco-culture, some of the members of the Hub also are collaborating to host and organise events themselves.

We will also develop a new policy and governance framework around our appetite to provide different levels of financial investment in start-up businesses that begin their journey in the Entrepreneurial Hub.

Section D: Wider KE&I activities

8. Wider Societal Impact

Provide narrative on ambitions and approaches to activities that are likely to be non-income generating which add societal and economic value to Scotland and beyond, making explicit

reference to KEIF support. Types of non-income generating KE&I activity may include public engagement and public policy.

Our health and social policy research work involves a strong commitment to patient and public involvement. The KEIF funding will underpin resources to support our work with people and communities to ensure that our research priorities and innovations are developed in collaboration with people with lived experience of a particular service or health condition.

University Research Centres and Research Groups organise and deliver lectures and seminars that are open to the public. We are confident that GCU colleagues across the University will continue to be in demand and regularly invited to present their work and share their specialist expertise.

The range of this work includes

- evaluating the effectiveness of existing social policies e.g. how the relationships between social enterprises and other organisations might affect health by addressing upstream determinants of health
- demonstrating the application of new technologies to enhance industrial engineering performance e.g. artificially intelligent equipment that can self-diagnose and self-correct
- enhancing public services, especially the NHS in Scotland through our work on preventing illness, and effective approaches to addressing patient need, for example reducing Hepatitis C transmission to prevent liver cancer, and multiple contributions to rehabilitation services, for example in stroke care
- volunteering within professional and regulatory bodies, research councils and charities, to provide a robust evidence base to inform debate and decision making
- chairing national bodies to inform public policy in Scotland
- providing expert witness evidence at public enquiries
- giving keynote talks at international conferences
- chairing international conferences and/or being members of conference organizing and programme committees
- offering specialist technical advice
- convening discussions about the needs of mature learners to meet their upskilling needs and aspirations throughout their careers.

Through our broader researcher development programme, we will make available training and development opportunities in community and public engagement, for example via collaboration with the National Co-ordinating Centre for Public Engagement.

The University often makes significant contributions to coordinated international, national and regional public engagement campaigns to promote societal initiatives that are wholly aligned with its mission e.g. equality of opportunity for all, elimination of gender-based violence, encouraging women into science, technology, engineering and mathematics.

The University's campuses in Glasgow and London have long been a space for public discussion and debates and they are regular venues for public lectures, seminars and exhibitions. They also have several specialist laboratory facilities that are used to create and demonstrate new ideas or investigate the properties of materials and how they respond under changing environmental conditions.

Our knowledge exchange activities are also a factor in achieving the University's international objectives that support the priorities of the UK's International Education Strategy; and the aims of Connected Scotland – the partnership of the Scottish Government, Scottish Funding Council, British Council and universities. These aims are: to develop new opportunities to contribute to the Scottish Government's export ambition; to strengthen international exchanges and learning opportunities; to facilitate mutually beneficial international partnerships; and to support Scotland's role as a good global citizen. These objectives will be delivered largely through collaboration with prestigious strategic international partners from selected geographical regions.

9. Collaboration

The University is a member of and provides the Convenor of the Universities Scotland's (USC) Research and Knowledge Exchange Committee. We are also a member of USC's Research and Commercial Directors Group, USC's International Committee, the Converge Challenge Steering Group and ARMA (UK), the professional association for research management in the UK.

Within the research and knowledge exchange directorate we have an employer-facing team that specialises in consultancy in workforce planning and training and development, including apprenticeships and knowledge exchange. The focus is on enabling human capital to be more effective, qualified and productive, through the design of flexible industry-focused programmes with particular attention to sector skills investment plans, as well as national development plans. Clusters of activity are in infrastructure, energy, computing and security, business process outsourcing, health, and institutional capacity building.

Whilst GCU generally does not compete with the wide range of private sector training providers that offer short training and development programmes, it does provide this activity in some niche areas which have proven to be attractive to some clients. Our upskilling work, especially for different organisations within the NHS in specific areas allied to medicine for which we have a strong reputation falls into this category.

Members of the GCU academic community serve on many committees and working groups of various political, legal, professional association, statutory, regulatory, commercial, charitable, research and not-for-profit organisations across Scotland and the UK. Many GCU staff also volunteer for various organisations and consequently, the knowledge, work, impact and reputation of GCU are often communicated in informal conversations and discussions.

We will continue to

- work closely with national enterprise bodies (e.g. Scottish Enterprise, Scottish Development International) to stimulate new demand from businesses for knowledge that can be translated into economic gain,
- collaborate with external private, public and third-sector partner organisations to position the University and Scotland as an international centre for research, commercialisation and development
- collaborate with local Universities where the benefits of a place-based approach can bring benefits to the region in research, knowledge exchange and education
- co-create different types of knowledge packages with employers for different purposes e.g. CPD, Graduate Apprenticeships,
- develop alliances with global organisations e.g. European Commission, World Bank, WHO, and international charities to extend the understanding of our knowledge base and expertise
- establish KE project selection processes aligned with GCU Research Centres
- develop our campuses into leading venues for public debate and cultural events
- draw on our international experience to form sustainable and values-led international partnerships that benefit our students and staff and ensure that our education and research are accessible, excellent and impactful globally
- focus on the alignment of our CPD portfolio with emerging skills needs, upskilling and employment opportunities, and will be guided by professional bodies and Scottish Government workforce planning
- engage closely with our vibrant alumni community to support their continued success and harness their experience and expertise in support of the success of our students and partners.

10. Regional approaches

Describe the role your institution aims to play at regional level and consider how this may include colleges and the potential for shared services with explicit reference to KEIF support.

The University sees itself as one of the great anchors of the city of Glasgow, as a values-led and multi-cultural community with a deep-rooted mission to promote the common good which dates back 150 years to our founding institutions. We will continue to build on a long tradition of civic engagement, and we believe that it is through regional collaboration and partnership that we can maximise our contribution and impact, as a provider of labour, of education services, of research outputs and other knowledge exchange activities.

We will continue our contributions to regional initiatives and work programmes through our engagement with and representation in groups with the Glasgow City Council, Glasgow Economic Leadership Forum, Glasgow Chamber of Commerce, Prosper, and Glasgow City of Science and Innovation.

We will continue to explore collaborative opportunities through training and development programmes with our college partners following the model where we can offer strategic technical leadership and management expertise to complement College expertise in the training and development of operational skills.

We will explore with our colleagues at local Glasgow universities whether there is merit in considering our Entrepreneurial Hub as a venture that can be shared by neighbouring institutions as part of a place-based approach.

We anticipate remaining as Scotland's leading provider of Graduate Apprenticeships. We work collaboratively with over 300 employers across Scotland. We recognise the needs of early-career individuals and the value of applied knowledge and experience in working professionals seeking to catch up on their academic credentials.

Section E: Equality, Diversity and Inclusion

11. Embedding and promoting EDI

The promotion and advancement of equality, diversity and inclusion (EDI) should be reflected across KEIF strategies. This section allows institutions to set out approaches to drive inclusive KE&I. This section should also be used to suggest national EDI measures that can be developed to evidence progress in the future.

GCU has a University-wide EDI Enabling Plan that sets out the vision for EDI and the strategic objectives that underpin our approach to embedding EDI across all our strategies and plans. We believe strongly that the creation of a diverse and supportive intellectual community, in which colleagues hail from a wide variety of cultural backgrounds, reflective of modern society, is a staffing model that will be best equipped to offer solutions to many of today's societal challenges. An Equality and Diversity team provides practical advice on the design and implementation of equality and diversity policies and sets out action plans for Athena Swan and the Race Equality Charter, alongside our commitments to support staff with caring responsibilities, disability, and from our LGBTQIA+ communities.

We will:

- enhance the coherence of our expertise and clarify reporting contributions to the University Executive Group, Senate and Court
- champion the use of KE approaches to deliver impact across diverse communities within the University
- monitor the uptake of KE support across our communities to identify any areas where we can increase access to resources
- consider the equality and diversity of staff and others who are affected by the use of KE

- ensure that research and knowledge exchange groups and committees have diverse memberships and are representative of our community
- design mechanisms that monitor the impact of each research and knowledge exchange project on different communities
- develop training and development to support *how* different types of knowledge are exchanged in different communities
- continue with our Aurora Women in Leadership programme to support their leadership development and career planning
- address obstacles to career planning and professional development that are experienced disproportionately by women and underrepresented groups.

12. EIA

Please confirm that an EIA has been undertaken and submit this with the KEIF strategy.

We confirm that an EIA has been undertaken and will submit this with the KEIF strategy. Appendix 1 shows GCU's Equality Impact Assessment.

Section F: KE&I Culture

13. Promoting positive KE&I culture

Institutions should describe the approach they will take to support a positive KE&I culture over the next five years. Institutions are encouraged to suggest methods of measuring this.

The University's research culture includes how we collaborate, communicate and interact; the behaviours, expectations, attitudes and values that shape how our research is developed, conducted, disseminated, and used; and the mechanisms by which our work is recognised and rewarded.

Our research culture is aligned with the University's values i.e.

<i>Creativity:</i>	encouragement to engage creatively with key issues in the thematic areas: inclusive societies, healthy lives, and sustainable environments.
<i>Confidence:</i>	support for intellectual enquiry and the endeavour of discovery
<i>Integrity:</i>	openness, transparency, rigour, reproducibility, appropriate research metrics
<i>Responsibility:</i>	encouragement for colleagues' varied contributions to different research and knowledge exchange activities

We have adopted the Royal Society research culture statement and we will develop work to promote a supportive, inclusive, and collaborative research culture.

Research culture indicators will include:

- growth in PhD/DBA students, particularly UK and Scottish-based students
- joint PhD supervision within GCU and with other universities
- responses from staff survey questions
- attendance levels at Researcher Development sessions
- the range of ethnicity of grant applicants.

KEIF funding will be used to invest in targeted support to enhance the quality of our professional services, professional development of staff and increased access to specialised software services e.g. Research Professional, PURE, SCIVAL and Scopus.

14. Knowledge Exchange Concordat principles

Please confirm commitment to the principles of the Knowledge Exchange Concordat.

GCU is a signatory to the Universities UK Knowledge Exchange (KE) Concordat¹ which defines knowledge exchange as a collaborative, creative endeavour that translates knowledge into impact in society and the economy. The University is fully committed to the highest standards of research integrity and good practice in all of its research activities, set out in the [GCU Research Integrity Policy Statement](#) and reports and is signatory to the [UKRIO Concordat to Support Research Integrity](#) and adheres to the [UKRIO Code of Practice for Research](#) in the conduct of its research. We also support our researchers through our commitment to the [Researcher Development Concordat](#), underpinned by our obligations to the four key stakeholder groups - funders, institutions, researchers and managers of researchers - to realise the aims of the Concordat.

G: Any other information

Institutions may wish to use this section to provide any relevant KE&I information not otherwise covered through KEIF-supported activity.

Appendix 1 Equality Impact Assessment

1. DESCRIBE
1.1. Name of policy/strategy/decision
GCU Knowledge Exchange and Innovation Fund Strategy
1.2. Owner
PVC (Research)
1.3. Date
14 January 2025
1.4. Aims of policy/strategy/decision
All universities in receipt of Knowledge Exchange and Innovation Funding (KEIF) from SFC must submit a 5-year KEIF Strategy by 31 January 2025. The KEIF Strategy outlines GCU's 5 year approach to KEI, describes the alignment to Scottish Government priorities, and details the specific Outcome Grant activities and KE metrics. Underpinning all of this narrative is a commitment to equality, diversity and inclusion as part of delivering the KEIF Strategy.
1.5. Who does the policy/strategy/decision affect?
Staff involved in knowledge exchange and innovation, external partners, and wider student and staff population in respect of entrepreneurial opportunities.
1.6. Could there be any potential implications for equality, or people with protected characteristics?
We anticipate that the KEIF Strategy will have a positive impact on equality and people with protected characteristics. There is a commitment to equality, diversity and inclusion (EDI) throughout the document, with reference to GCU's EDI Enabling Plan, which directly supports our Strategy 2030. The commitment to EDI is explicitly articulated in section E, which details specific actions. The principles of EDI are also part of the promoting positive Knowledge Exchange and Innovation culture narrative in section F – they are a core part of our GCU Values, and our commitment to the Researcher Development Concordat.

2. ASSESS
What are the implications, positive or negative (and evidence for this) of the policy/strategy/decision in relation to GCU's duty to have due regard to the need to:
2.1. Eliminate unlawful discrimination, harassment and victimisation?

¹ (www.keconcordat.ac.uk)

We anticipate that the KEIF Strategy will have a positive impact in supporting the elimination of discrimination, harassment and victimisation. In delivering the strategic objectives in practice, the actual Knowledge Exchange activity itself will potentially have a positive impact on this duty (e.g. eliminating poverty and inequality).
2.2. Advance equality of opportunity between people who share a protected characteristic and people who do not share it?
We anticipate that the KEIF Strategy will have a positive impact in advancing equality of opportunity. In delivering the strategic objectives in practice, however, there is potential for people with protected characteristics to not benefit from, or access the Knowledge Exchange and Innovation activities and opportunities due to barriers, underrepresentation or discrimination. The actions detailed in Section E, part 11, will help mitigate this potential risk.
2.3. Foster good relations between people who share a protected characteristic and those who do not share it?
We anticipate that the KEIF Strategy will have a positive impact in fostering good relations. In delivering the strategic objectives in practice, the actual Knowledge Exchange activity itself will potentially have a positive impact on this duty (e.g. working with people with different lived experiences, increasing diversity in patient and public involvement).

3. ACTION
3.1. If a negative impact has been identified, how will this be addressed?
N/A
3.2. If changes have been made to the policy/strategy/decision as a result of this assessment, outline the changes
N/A

4. MONITOR AND REVIEW
4.1. How will the implementation of the policy/strategy/decision and its impact on equality be monitored and reviewed?
This initial Equality Impact Assessment Impact represents potential at this initial stage, and the actual impact will be more apparent when the strategy is implemented. Monitoring the commitments detailed in Section E, part 11, will help identify any issues. More widely, feedback on equality related issues should be sought from staff in appropriate and proportionate ways, for example, through surveys, focus groups, one-to-one meetings.

5. PUBLISH
Please email this completed form, along with the policy/strategy and any other relevant information ² to equality@gcu.ac.uk for publishing on the Equality and Diversity website and annual reporting in line with Equality Act 2010 requirements.

² Information or evidence may be removed if it is commercially sensitive or personal information